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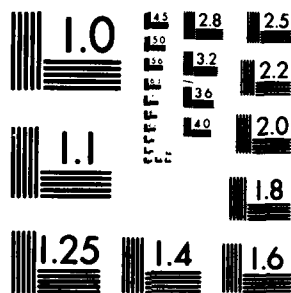
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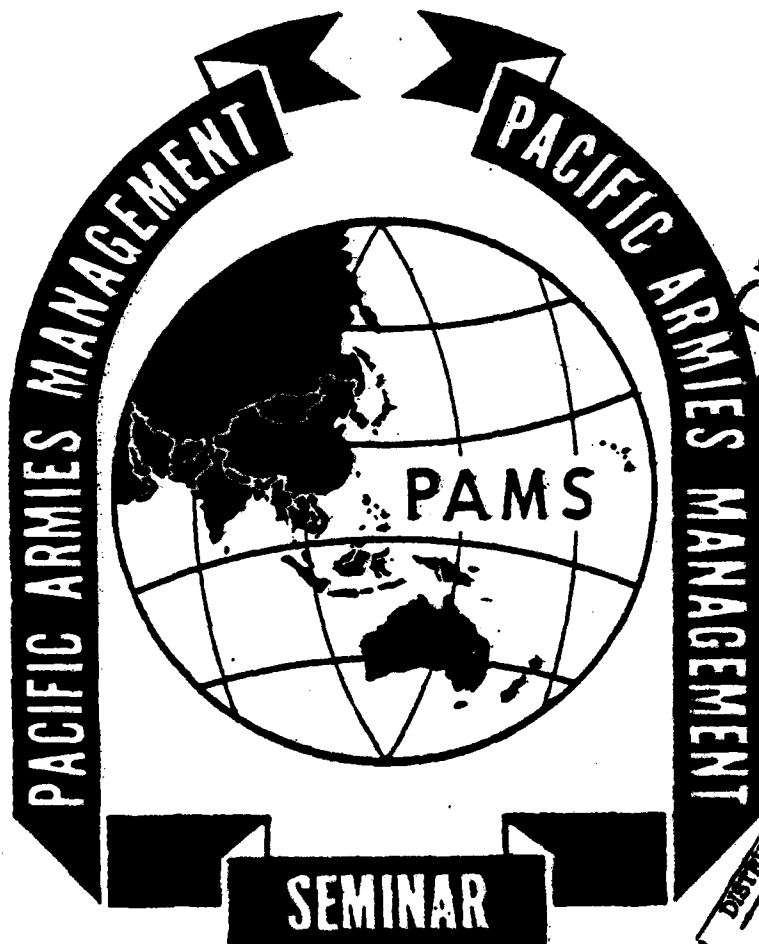
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**EXECUTIVE REPORT ON THE
PACIFIC ARMIES MANAGEMENT SEMINAR SERIES.**

Executive Summary.

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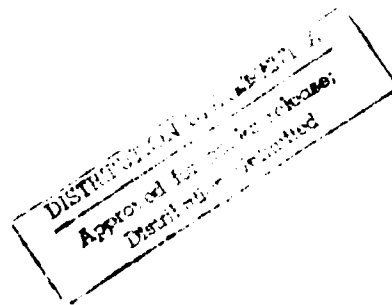
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The Pacific Armies Management Seminar Series

The Pacific Armies Management Seminar series had its genesis in the fall of 1977 following a US Army Western Command study that examined army-to-army relations in the Asia-Pacific region. This study examined the impact of US withdrawal from Vietnam, disestablishment of the Pacific army component headquarters in Hawaii, announcement of US plans to begin phased withdrawals from Korea and the decreasing size and capabilities of the remaining US military representatives--particularly Army organizations in the Asia-Pacific region. Clearly, opportunities for professional dialogue and close relations between the US Army and other armies of the region, with the exception of Korea and Japan, had declined to an unacceptable status.

As a result of this study, and the recommendations it contained, the Commander, US Army Western Command devised a program designed to offset the trend of decreasing contacts between the US Army and friendly armies of the Asia-Pacific region. PAMS was envisioned as the center-piece of this expanded relations program which also included stepped-up US Army command and staff visits to the other nations of the Asia-Pacific region, as well as invitations for their personnel to stop in Hawaii for visits, on the job and observer training following US training on the mainland, and increased personnel or unit exchanges and exercises.

Following approval of the US Army Western Command expanded relations program, initial preparations began in early 1978 to implement this program. Plans were announced in May 1978 to hold the first Pacific Armies Management Seminar in September 1978, and an invitation was extended to the armies and ground forces of the Asia-Pacific region. This initial invitation was extended for mid-level (LtCol/Colonel) representatives and indicated that PAMS was envisioned as a continuing series, with each session having a distinctive management theme designed to provide a forum for discussion and exchange of ideas on common problems associated with training, organizing and supporting ground forces. The seminars were to be conducted as working meetings with countries making their presentations in plenary sessions followed by detailed discussions in smaller panel groups. Each delegation was free to determine how fully and actively it chose to participate depending upon its national policy. Training Management was proposed as the theme for the first seminar because of its universal appeal and non-political nature.

The initial responses from the armies of the Asia-Pacific region to the US Army Western Command (then US Army CINCPAC Support Group) invitation to PAMS I exceeded expectations. Originally, ten nations indicated interest in PAMS I and nine ultimately attended. All respondents agreed to "Training Management" as the theme and concurred in the proposed dates of 18-21 September 1978. With the advice and assistance from Headquarters, US Army Training and Doctrine Command, the staff of US Army Western Command began preparations and coordination of a four day seminar agenda/program that included US and foreign presentations on individual and collective training, a US Army display and demonstration of manual and computer assisted war games, training evaluation methods and training support materials.

Representatives from Indonesia, Korea, Malaysia, the Philippines, Taiwan, Singapore, Thailand, the United States and observers from Japan attended the first Pacific Armies Management Seminar. In the course of the seminar, participants gained a greater appreciation of mutual problems, shared techniques used in organizing and training their armies and developed practical solutions to many common training management problems. General Donn A. Starry's keynote address and the presentations made by the US Army Training and Doctrine Command delegation were particularly valuable in providing insights on training management methods that could be used to conduct cost-effective training and improve operational readiness. PAMS I also stimulated creative thought and participant interest in war gaming techniques, subcaliber devices and simulation engagement as partial solutions to the high costs of service firing and limited training space for maneuvers. At the final session of PAMS I, Admiral Weisner provided the capstone for a successful first meeting in the PAMS series by sharing his perceptions on the Asia-Pacific region in an after-dinner address. Complete details are contained in PAMS I annexes to this section.

The second meeting of the PAMS series met in Honolulu during April 1979 to discuss Resource Management. Thirteen countries attended this session and heard General E. C. Meyer's keynote address that emphasized the correlation among national strategy, the resources required to implement that strategy, and the establishment of priorities to allocate resources. Attendees concluded that resources are almost always limited, demanding trade offs between combat readiness and modernization. They conducted frank discussions about management techniques and approaches to improve operational readiness even while confronted by scarce resources. During PAMS II a consciousness emerged that greater regional cooperation and interoperability is necessary among the armies of the Asia-Pacific region in an area and at a time when armies cannot afford all the people, materiel or training they would like to have or feel they need. In his PAMS dinner remarks,

General Guthrie emphasized that commanders must maximize results from resources provided, prioritize their needs and articulate requirements necessary to sustain forces for prolonged operations. Complete details are contained in Annexes C and D to this report.

At PAMS III in January 1980 held in Honolulu on Operations Planning and Management, fifteen country delegations heard the keynote speaker, General J. A. Wickham, Jr. stimulate attendee thinking on the issue of complementarity of forces among friends and allies. This session marked another significant milestone in the PAMS series when Major General J.E.D. Perera, the Commander of the Sri Lanka Army, became the first non-US general officer speaker. Major effort during the seminar was directed at developing a greater understanding among the PAMS I theme of Training Management, the PAMS II theme of Resource Management, and the PAMS III theme of Operations Planning and Management. In a featured address, Lieutenant General Glenn K. Otis made the pertinent interoperability observation that equipment standardization itself is not as important as radios that are able to net on the same frequency, that vehicles are able to use the same fuel and that weapons are able to fire the same ammunition. Admiral Long's address pointed out the value of the PAMS series in improving operational capabilities and readiness in the armies represented and addressed the strategic changes in Asia, the Pacific, and Indian Ocean since PAMS II in April 1979. In their closing remarks, the PAMS III attendees were unanimous in their praise of the PAMS series that provides a forum for professional discussions that can lead to greater cooperations, foster good relations and produce substantive lessons. Complete details are contained in the annexes to this report on PAMS III.

The PAMS Planning Committee at PAMS III recommended, and the Steering Committee concurred, that PAMS IV be held either in Manila or Honolulu in November or December 1980, with the specific date and location to be established in March 1980, after coordination with the PAMS Secretariat. Results will then be passed to all Asia-Pacific army representatives. The overall theme selected for PAMS IV is "Insurgency" including the application of ground force internal security/defense capabilities to latent and active insurgencies, the domestic socio-economic and external origins of insurgency, and preventive and remedial measures. Adjunct topics--approved by the committees as supporting sub-topics--were "mobilization management," "territorial management" and "interoperability."

In its short life-span, PAMS has gained widespread acceptance by the senior army leadership of the Asia-Pacific nations and has proved its value as a vehicle for establishing mutually beneficial army-to-army associations, improving regional army relations, and promoting understanding. Most importantly it

provides a forum for exchanging professional management ideas and techniques. The series has a marked potential for even greater productive results and in addressing problems of mutual concern among the armies of the Asia-Pacific region. Among these crucial issues are the need for greater interoperability, complementarity of forces and increasing the capability for conducting coalition warfare--if it becomes necessary--based upon the recognized limits of US and other Asia-Pacific army resources.

As originally conceived, themes for the seminars are selected by attendees at the preceding seminar. This system has worked well; but as the series progresses, the desirability of periodic meetings by Commanders or their Chief of Staff to provide guidance and develop a comprehensive long-term seminar plan becomes more evident. These meetings can also serve as a forum for discussion of interoperability in combined command and control structures and look at the feasibility of combined logistics exercises (LOGEX), standardization of procedures (STANAG) and command post (CPX) cells to participate in each other's training exercises. Considering the uncertainties existing in the Asia-Pacific region, such a meeting in summer 1980 could be easily justified. At the same time, the existence of the PAMS series provides a suitable vehicle for interoperability advances. A special effort is needed to convene a meeting of the representatives of the Asia-Pacific armies to discuss doctrine, training and development activities and methods to improve interoperability.

PAMS I Executive Summary, Annex A
PAMS I Summary of Conclusions, Annex B
PAMS II Executive Summary, Annex C
PAMS II Summary of Conclusions, Annex D
PAMS III Executive Summary, Annex E
PAMS III Summary of Conclusions, Annex F

EXECUTIVE SUMMARY OF PAMS I

The first Pacific Armies Management Seminar, hosted by the US Army Western Command met in Honolulu 18-21 September 1978. Training Management, emphasizing the program development and management techniques used by participating nations to organize and train combat-ready forces, was the seminar theme. Efforts were directed at producing practical solutions that could be modified or applied to solve common training management problems. Representatives from Indonesia, Korea, Malaysia, Philippines, Singapore, Taiwan, Thailand, and the United States, and observers from Japan attended.

Major General Herbert E. Wolff, Commander of the US Army Western Command and the seminar's official host, opened the seminar with his welcoming remarks and introduction of country delegations and the keynote speaker. General Donn A. Starry, Commander, US Army Training and Doctrine Command provided the keynote address which stressed the complexities of the modern battlefield, the premium it places on training, and the critical need to produce skilled combat leaders and well-trained units. In his address, General Starry postulated the probable parity of opposing forces aircraft, tanks, and artillery, then asserted that the ultimate margin of victory would depend upon the courage of opposing forces soldiers, the quality of leadership, and their pre-combat training and state of operational readiness.

The remainder of the first day was devoted to discussions and presentations on individual training. These included: US Army presentations on "The Army Training System" and "Management of Individual Training--The Non-Commissioned Officer Evaluation System," Republic of Korea presentation on "Basic Individual Training," Royal Malaysian Army presentation on "Individual Training in Jungle Operations," and Singaporean presentation on "Training Management of a National Service Army." Discussion of these presentations centered on methods used to train individuals in basic and specialized skills, training responsibilities of the non-commissioned officer, enlisted evaluation and testing, and the relative merits of training in schools and training centers versus training conducted in units.

In discussing individual training, the subjects of soldier morale and learning motivation repeatedly surfaced. Attendees agreed that the high and low periods of soldier morale and learning motivation are predictable and that low periods can be remedied by prior analysis and planning.

Good leadership and sound training program management are the keys of offsetting these lows which are caused by boredom, and redundant or non-productive training. Individual training programs must challenge the soldier mentally and physically, stress mission essential tasks, and provide the soldier and junior leader a sense of accomplishment. Individual training in units is preferable to schools or training centers except where resource limitations make unit training prohibitive.

"Unit and Collective Training" was the seminar topic for the second day. Presentations on "Training of Small Units" by the Republic of the Philippines, "Training of Territorial Forces" by Indonesia, "Organization and Training of the Light Infantry Battalion" by Thailand "Management of Unit Training-The Battalion Training Management System" by the US Army provided the basis for discussions on unit and collective training.

In panel discussion periods, participants agreed that competent small unit leaders are the key to success in combat. Training managers and senior commanders must emphasize that training which develops junior leaders and concurrently contributes to unit mission accomplishment. Training detractors such as personnel turbulence and administrative or support details must be kept to a minimum. Training managers should construct training programs so as to sequence training from simple to complex tasks and weigh the necessity of administrative/ support details against operational mission training requirements. Duty cycles, prime-time training and multi-echelon training were identified as management techniques that might achieve a reasonable balance. Exercises without troops, command post exercises (CPX), war games and simulations used to train commanders and staffs are also effective multi-echelon training devices.

A display of training aids, devices, reports and literature and a demonstration of manual and computer-assisted games/ simulations highlighted the activities of the seminar's third day. In addition, presentations were made on "Concept of Training Aids Employment and Outlook on Computerized Training Management" by Taiwan and a presentation of "Automated Training Support" by the US Army. The training support display and demonstration featured audio-visual aids, subcaliber firing devices, and the latest US Army game simulations used to train commanders and their staffs. Participants discussed the utility of these items and the role of computers in training management. Attendees concluded that the computer is a useful management tool, but should not replace the commander's responsibility for making

decisions. They also concluded that aids, devices, and simulation contribute to training effectiveness, provide economies and can save lives by providing training realism. However, commanders and training managers must view training aids, devices and simulations as aids and not substitutes that can entirely replace field training.

The final seminar day was devoted to training evaluation and discussions on remedial/retraining required as a result of identifying training shortfalls. A US Army presentation on "Evaluation of Training-The Army Training and Evaluation Program" reviewed individual testing procedures and explained the Army Training and Evaluation Program (ARTEPS) currently in use as a management tool. This system emphasizes training on those subjects and areas identified in ARTEPS as requiring improvement as opposed to training on subjects or areas which units can successfully perform.

Admiral Maurice F. Weisner, US Commander In Chief, Pacific Forces, spoke to the attendees in the final seminar event. His after-dinner address highlighted the importance of the Pacific and Indian Ocean areas, cited the progress, and identified the challenges remaining in this vital world area.

The success of the first Pacific Armies Management Seminar was the product of the combined efforts of all participants. It provided participants a greater understanding of each other's problems and an appreciation of the nature of problems faced by all armies--whether large or small. The seminar achieved its purpose of expanding army-to-army contacts among Asia-Pacific countries, exchanging information on professional military subjects, furthering an appreciation of mutual defense interests, and sharing techniques used to develop and successfully train combat-ready units. In the course of the four days, participants covered a wide range of material. Reflection and close examination will identify those lessons and conclusions suited for adoption or modification to meet local training management conditions.

SUMMARY OF CONCLUSIONS FOR PAMS I

. Military leaders must translate their military needs into layman terms and language if they are to gain the support and cooperation of the civilian leaders who make budget and resource allocation decisions that critically affect army training programs.

. Senior Commanders must provide resources, (time, money, ammunition, fuel, and training areas) establish training policies, supervise execution, and keep training detractors (personnel turn-over, duty details, administrative requirements) to a minimum.

. Battalion and company commanders must manage their soldiers' time and the resources provided, instill pride, motivate, and lead. Leaders must motivate their troops to learn, establish training standards, and implement training that challenges soldiers and gives them a sense of having accomplished useful and meaningful training.

. Commanders, at all levels, should allow subordinates the freedom to fail, and permit them to learn from their mistakes. Leader and soldier learning from mistakes can serve as positive reinforcement when applied in corrective procedures and actions.

. The training of trainers, both noncommissioned officers and junior leaders, is a central and critical part of any successful training program. Training managers must insure proper attention is given to the training of trainers in their training programs/plans.

. Noncommissioned officers are the principal trainers. They directly influence their men, mold them into effective fighting teams, and insure the best use of available time. Noncommissioned officers must know their soldiers' strengths, weaknesses, job and duties, and must be able to impart their knowledge to their soldiers.

. Noncommissioned officers should be given mission type orders, opportunity to use initiative, held responsible for training, and not be oversupervised. Time must be allotted to noncommissioned officers to schedule and conduct training of their men.

. Training managers and commanders must guard against the potentially false assumption that volunteers are self-motivated. Many volunteers view military service as an alternate employment opportunity.

. Training managers must develop methods and procedures to insure that subordinate leaders understand and appreciate individual training

tasks that their soldiers must perform to effectively accomplish unit operational missions. Job books are most useful in this regard.

- . Training managers must consider phased training as a total package to prevent nonproductive, repetitive training. This lesson is particularly appropriate where responsibility for conducting training is shared among units, schools, and training centers.

- . Training should progress from simple to complex tasks and from individual to unit training. Individual skills should be reinforced during unit training.

- . A balance must be reached in unit training programs between the time devoted to garrison support and administration details and training for mission accomplishment. Duty cycles, prime time training, and multi-echelon training are effective techniques that can be used to provide this balance.

- . Training which develops troop pride in units and provides soldiers an appreciation for the country they serve should be included in unit training programs. Troop or command information periods that explain external and internal threats, national heritage, and unit history are illustrative of appropriate subjects for inclusion.

- . Unit training on individual skills is preferable to training in schools or training centers except where resource constraints make unit training prohibitively expensive. Unit training has the advantage of placing responsibility on the commander, tends to improve training quality, and retains the soldier's identification with his unit.

- . Personnel having particular aptitudes and civilian acquired special skills are valuable military resources and should be fully utilized. Special pay and other incentives to retain technicians already trained are cheaper than training replacements.

- . On-duty education at the high school level is a training detractor, but benefits the unit by producing a literate, more competent soldier. As equipment and military tasks become more complex, training managers must recognize and take steps to improve the educational level of their soldiers.

- . Reserve forces are cost effective complements to active forces. Major reserve training efforts should be directed at key leaders, staffs, mission essential and hard-skill training. A standard reserve training and evaluation program is necessary to provide uniformity. Affiliation programs with active forces, separate reserve control and support headquarters, and full-time technician support are effective tools to promote reserve readiness.

. Lack of sufficient training space/facilities is a common problem. Training managers must optimize the use of existing training facilities. Use of facilities and areas on a 24-hour basis, establishing National training facilities, and combined exercises with other countries are potential solutions to facility and space limitations.

. There is no substitute for field training and live fire exercises. Field training exercises build individual and unit confidence and develops the decision making capability of leaders.

. Training aids facilitate the teaching of technical skills, reinforce previously learned skills, and can be used to train trainers. They do not replace hand-on training. To gain maximum results from training aids and devices, a plan must be made for their efficient use.

. Engagement simulation devices (SCOPES, MILES) are effective and can save lives. Sub-caliber devices provide dollar savings and allow the commander to identify personnel who will make the best gunners at a great savings. Service firing cannot be replaced by sub-caliber devices.

. Initial acquisition costs for aids, devices, and simulators are readily offset by the economies provided. Simple aids and devices may frequently be fabricated at unit level and need not be costly or complicated to be effective.

. An incentive program to stimulate soldier to innovate and develop effective, low cost aids is desirable.

. Individual and unit evaluation is an integral part of any successful training program. Evaluation fosters a spirit of individual and unit competition and motivates personnel and units to excel. An inherent danger to be avoided is the use of evaluation results as the total basis for rendering subordinates' efficiency ratings.

. Evaluations of units, up to company level, should be conducted more frequently than once a year to provide meaningful information. Results of formal evaluations provided by higher headquarters should be turned over to unit commanders for correction of training deficiencies. Senior commanders must then provide the necessary resources for conducting followup or remedial training.

. Evaluation helps to correct training deficiencies, improves training, provides feed-back to the Commander and identifies strong and weak training areas.

. Computers do not relieve commanders of their responsibility to make decisions. Computers are valuable management tools and facilitate

the compilation of information and data. Their value is perhaps greater in large armies than in small armies; however, relatively inexpensive computers can perform many useful training management functions.

. Student exchanges, observers to field training exercises and command post exercises, and combined training with friendly nations are valuable parts of army training programs and should be fully exploited by country training managers.

EXECUTIVE SUMMARY OF PAMS II

The second Pacific Armies Management Seminar hosted by US Army Western Command met in Honolulu 16-20 April 1979. Resource Management, emphasizing techniques used by participating nations to manage their resources, was the seminar theme. Efforts were directed at comparative analysis and developing a better understanding of all aspects of resource management with emphasis in the areas of personnel, financial, and materiel management. Participants from Fiji, Indonesia, Korea, Malaysia, Papua New Guinea, Philippines, Singapore, Tonga, Thailand, the United States, and observers from Australia, Japan and Pakistan attended. *the me was*

Major General Herbert E. Wolff, Commander, US Army Western Command and the official host, opened the seminar with welcoming remarks and introduced country delegations and the keynote speaker, Lieutenant General Edward C. Meyer, Deputy Chief of Staff for Operations and Plans, Department of the Army. In his introductory remarks, Major General Wolff announced that Lieutenant General Meyer had been selected for nomination to the United States Senate for promotion to General as Commander in Chief, US Army Europe.¹ In his remarks General Meyer focused on national strategy, allocation of resources, and operational capabilities. General Meyer postulated that the professional soldier's role is to make sure that his army has the capability to carry out national strategy and possesses the fighting capability to deter war. *con*

The remainder of the first day was devoted to special subjects and general management topics. These included US Army presentations on "Airmobile Operations," and "Functions and Responsibilities of the Security Assistance Training Management Office," and a Thai presentation on "Management Training and Education." The latter presentation served as an excellent introduction and focused on management techniques and methods. Several excellent points surfaced, including the observation that all commanders are managers and that the ultimate purpose of management is to produce results. This entails determining objectives, communicating organizational goals, stimulating innovation, establishing standards, and directing and coordinating actions while concurrently increasing effectiveness.

"Manpower and Personnel Management" was the topic for the second day. Presentations on "Induction, Classification and

1 On 2 May 79, the White House announced that General Meyer had been selected by the President to succeed General Rogers as Chief of Staff, US Army.

Assignment in the Singapore Armed Forces," "Enlisted Personnel Management" by Korea, "Manpower Management, Policies and Programs in the Malaysian Army" and an address by Major General Charles K. Heiden, Commander, US Army Military Personnel Center, provided the basis for discussions on manpower and personnel management.

In discussing personnel management, attendees concluded that personnel are the most valuable resource and the most crucial element of any army. Combat power depends heavily on the effective management of personnel resources. The task is to get the most capable force possible for the dollar. Without effective, responsible, dedicated people, all other programs are meaningless. Personnel turbulence, caused by operational requirements, is a major detractor from effective personnel management.

"Financial Management" was the topic for the third day. A presentation on the "Philippine Army Financial Management System" and US Army presentations on "Installation Financial Management" and "Financial Management in the 25th Infantry Division" formed the basis for discussion. In discussing financial management, attendees concluded that many Asia-Pacific Armies use a form of "zero-base budgeting." Armies start with a core budget that is absolutely essential, proceed from that point with additional requirements and the corresponding capability these dollars will provide, and rank orders additions to the core budget. This process causes a necessary review of all programs on an annual basis and forces the command to justify each new or added program.

"Materiel Management" and "Automated Management Information Systems" were the topics for the fourth day. US Army presentations on "Installation Facility and Materiel Management," "Automation and Resource Management," an Indonesian presentation on "Resource Management in the Territorial Commands," and a demonstration of computer applications to resource management formed the basis for discussion. Attendees concluded that computers are a valuable tool for storing, correlating, and retrieving data, but do not relieve the commander or manager of his responsibility to make hard decisions. Management information systems are not a crutch for poor management techniques. The decision to convert from manual to automated systems must be considered on a case by case basis.

The final seminar day was devoted to panel reports, a special report on "United Nations Peacekeeping Forces," summary panel discussions, and closing ceremonies. In their closing remarks, senior country representatives cited the Pacific Armies Management Seminar as an excellent forum for providing the armies of the Asia-Pacific region a better understanding of each other. It fosters good relationships among neighboring countries, promotes a brotherhood among soldiers, and brings home the point that all armies are confronted with similar problems. Through cooperative effort, the seminar provides a learning experience and is a productive and valuable endeavor.

General John R. Guthrie, Commander, Department of the Army Materiel Development and Readiness Command, spoke to the attendees at the final seminar event, the PAMS II dinner. In his after-dinner remarks General Guthrie discussed the mission and role of his command. He emphasized that resources are limited and that commanders and managers must maximize results from resources provided, prioritize their needs, and articulate their requirements. A crucial part of this process is to provide the necessary resources to sustain forces for prolonged operations.

The PAMS III Planning Committee recommended, and the Steering Committee concurred, that PAMS III be held in Honolulu during the week of 21-25 January 1980. The theme selected for PAMS III is "Operations Planning and Management" excluding general war and contingency planning.

SUMMARY OF CONCLUSIONS FOR PAMS II

. The national strategy, and the military forces necessary to execute it, determines total resource requirements.

. Resources for the armed forces will always be constrained by other competing governmental requirements. Expertise in managing the resources provided is therefore essential if the armed forces are to improve in quality and responsiveness to operational needs.

. Senior military commanders must communicate their resource requirements to the civilian leadership which makes budget and resource allocation decisions.

. Senior commanders require a standard on which to base their budget and force capability decisions to permit quantification of resource requests.

. A balance must be reached between allocation of resources directed to current readiness and force modernization.

. Time is a valuable resource. Commanders and managers must concentrate on matters that impact directly on goal accomplishment and find time in their schedules to plan and review programs.

. Management by objective is an effective management technique. In this process, goals are selected, standards established, parameters defined, and results measured against standards.

. Resource managers have a public trust. Honesty, integrity, economy, and effectiveness are watchwords for the resource manager.

. Resource managers must examine "why" programs are conducted as opposed to continuing outdated or non-productive programs.

. Doctrine influences the formation of military organizational structures and directly impacts on resources and the materiel required to equip, maintain, and sustain that force.

. Centralized planning and decentralized execution/administration is an effective method for optimizing results.

. Resource management is a universal challenge. Everyone must be involved: the commander, the manager working for the commander, and the user.

. Cost-consciousness programs designed to get people involved can result in conserving resources.

. Personnel systems are driven by requirements imposed by operational planners. This causes personnel instability and is a major area of concern for the personnel manager.

. The personnel management system must react to the commander's requirements. Assignment of a priority ranking system to commands provides a rank order system for making personnel assignments for high caliber/skilled personnel.

. Commanders at all levels should give personnel assignment prerogatives to selected subordinate commanders and other personnel.

. In smaller armies, the reputation of key personnel provides commanders and personnel managers a basis for assignment decisions. This system is effective except where armies become so large as to make it impractical.

. Personnel are the most valuable and complicated asset in any army. Education is required for selected personnel to develop the mental capability for absorbing training.

. A need exists for either formal or informal training in personnel management and organizational effectiveness.

. Specialists, noncommissioned officers, and field grade officers require personal development time and training not generally required of lower grade enlisted personnel.

. Due to civilian employment opportunities, skilled specialists (electronics, medical, ADP) are difficult to retain in military service. Long term enlistments for in-service training is one method to retain service trained specialists.

. Women have a role in the armed services, particularly in countries with declining military age males or declining birthrates.

. In spite of limitations, females can be valuable replacements for males if given a larger role in the army. Cultural traditions, prejudice, and credibility may be overcome in time as the role of women in the army is increased.

. Personnel managers must consider the impact of service marriages as women begin to enter their armed forces in appreciable numbers. Primary considerations are personnel policies concerning pregnancy, assignments with spouse, and deployability.

. Reserve, territorial, and national guard (State) forces are cost effective adjuncts to regular forces and provide insurance for national survival.

. In general, placing reserve personnel in organized units produces better results than dealing with them as individuals.

. Effective reserve forces are dependent on a sound materiel management system and an effective mobilization system.

. Reserve forces must associate or interface with active forces, and use the same resource management systems to be effective when mobilized.

. Zero-base budgeting or a modification of this technique is used extensively in Asia-Pacific armies. A core program is protected with additions or deletions assigned on a rank priority basis.

. Formation of boards to recommend priorities for expenditure of installation facility maintenance/repair funds is a viable management technique.

. Financial managers should be assigned down to the level where budget planning and approved programs are implemented.

. Cross service agreements for common support functions have savings potential.

. Contract service for "hard skill" services is a cost effective option to be examined on a case by case basis.

. Potential contractual services must be carefully analyzed to determine cost factors and impact on readiness.

. Contractual services, while efficient and economic, must not be allowed to degrade readiness.

. Computers are here to stay. Managers must become familiar with their uses and applications.

. Computers can be used to store data on buildings and facilities and the state of repair/maintenance of these facilities. They can supply valuable data for the responsible manager to make timely decisions.

. Computers do not relieve the commander or manager of his responsibility to make decisions. Computers can supply data to provide a better basis for the decision maker to exercise judgement and initiative in a timely manner.

. Computers do not check themselves. Management information systems are only as good as the accuracy of the data base.

. Cost of computers may make their use impractical for some nations. Each country must examine its requirements on a case by case basis before making the decision to buy, lease, or convert to computers.

. Mini-computers have potential for those countries not requiring extensive ADP applications.

EXECUTIVE SUMMARY OF PAMS III

The third Pacific Armies Management Seminar hosted by US Army Western Command met in Honolulu 14-18 January 1980. The seminar theme was Operations Planning and Management, emphasizing management techniques used by participating nations to plan and manage operations. Efforts were directed at developing a greater understanding of the close relationship among training management, the PAMS I theme; resource management, the PAMS II theme; and the PAMS III theme of operations planning and management. Participants from Bangladesh, Fiji, Indonesia, Korea, Malaysia, New Zealand, Papua New Guinea, Philippines, Singapore, Tonga, Thailand, the United States and observers from France and Japan attended. In addition, Major General J.E.D. Perera, Commander, Sri Lanka Army, represented his army in the opening day's activities.

Major General Herbert E. Wolff, Commander of US Army Western Command and the official host, opened PAMS III with welcoming remarks and introduced the country delegations and the keynote speaker, General John A. Wickham, Jr., Commander in Chief, United Nations Command; Commander in Chief, Republic of Korea/United States Combined Forces Command; Commander, United States Forces Korea and Commander, Eighth United States Army. In his keynote address, General Wickham focused on Korea and illustrated defense planning problems that are common to many armies. General Wickham said that defense planners must recognize national constraints, analyze threat force capabilities, take advantage of capabilities that are unique to each nation and develop a coherent defense concept that complements defense contributions of friendly and allied nations.

The highlight of the first afternoon session was a featured address by Major General J.E.D. Perera, Commander, Sri Lanka Army. General Perera addressed the role of his army in national development and his army's contribution in building arterial roads, airstrips, and water conservation and control projects. In his concluding remarks, General Perera stated that commanders and managers should be careful to avoid prolonged involvement in these type projects or risk a reduction in military mission efficiency and undermining civilian initiatives. Complementary presentations on "Military Civic Action in Papua New Guinea" and "Training Tongan Soldiers for Civilian Trades" completed the first day's activities.

"Operations Planning" was the topic for the second day. Malaysia began the day's activities with a presentation on the "Fundamentals of Staff Organization and Functions." Succeeding presentations on "Planning and Managing a National Service Army" by Singapore, "Task Organization of Forces" by Thailand, "Application of Management Techniques to Operations Planning" by the Philippines and a US Army presentation on the XVIII Airborne Corps' "Management Approach to Contingency Planning" provided the basis for discussions of operations planning. In discussing operations planning, attendees concluded that resources often define feasible options, that the best plans are usually relatively simple, contain innovative thought, tie training, operations and resources together, and serve as a vehicle to organize and control coordinated efforts. Planning invariably involves the establishment of priorities among services and competing activities, and are based upon national priorities, threat capabilities, and the resources available.

"Operations Management" was the topic for the third day. A presentation by Fiji on "Training and Operations of UN Peacekeeping Forces" and a presentation by Indonesia on "Operations Management of Territorial Forces" and US Army presentations on "Operations Planning and Communications"; "Planning and Controlling CPXs" and "Training and Operations Update" formed the basis for discussions of operations management. In discussing operations management, attendees concluded that a sound training plan is a prerequisite to effective training. Managers establish training objectives based upon desired operational capabilities and review training program progress by using common standards such as the US Army's Army Training and Evaluation Program (ARTEP) or by conducting command post and/or field training exercises. Doctrine, standard procedures and established operational techniques materially contribute to effective operations management by reducing confusion, simplifying control and improving operations coordination.

On the fourth day, attendees heard presentations on "Automation in Planning and Operations Management" and "The Training and Education Management Program for the ROK Army Officer Corps" and viewed automatic data processing, communications-electronics and engineer displays and demonstrations. The discussion topic for the day was "Special and Combined Operations," to include military contributions to nation building and civic action projects.

Attendees concluded that, although standardization of equipment is unlikely, standardization of doctrine and operational procedures are viable undertakings. In discussing the military's role in nation building and civic action projects, attendees concluded that military units can materially assist in nation building by developing a sense of national pride as well as contributing to civilian development efforts. At the same time, the military must be sensitive to the impact of their efforts on civilian initiative and guard against loss of operational capabilities for national defense.

The final seminar day was devoted to panel reports and featured addresses by Lieutenant General Glenn K. Otis, Deputy Chief of Staff for Operations and Plans, Department of the Army and Admiral Robert L.J. Long, Commander in Chief, United States Pacific Command. General Otis addressed operations planning related to forward deployment of US forces, and the US rapid deployment force as well as modernization and management efforts required by these actions. In his remarks, General Otis observed that every nation must analyze its defense requirements based on the threat to be countered, the conditions under which its forces will be employed as well as resources allocated, then produce a viable and balanced force capable of meeting all defense requirements. A copy of General Otis' remarks will be published in an addendum to the PAMS III Final Report. In his PAMS III address, Admiral Long noted the dominant role of ground forces within the military structure of Asia-Pacific nations, cited the value of cooperative efforts such as the Pacific Armies Management Seminar and addressed the military, economic and political environment of the Asia-Pacific region against the background of recent events in Iran and Afghanistan.

In their closing remarks, the senior representatives from each country cited the value of the Pacific Armies Management Seminar series. They noted that PAMS provides a beneficial forum for exchanging management ideas, promoting understanding and fostering good relations among professional soldiers of the Asia-Pacific region. In the course of the seminar, several points surfaced repeatedly. Among these was the consensus that there is an urgent need for greater cooperation among the nations and armies of the Asia-Pacific region. Attendees unanimously agreed that the Pacific Armies Management Seminar contributes to this cooperative process and provides a vehicle for productive discussion that will improve future cooperation.

SUMMARY OF CONCLUSIONS FOR PAMS III

. Military forces are the servants of the people and the government that they serve.

. The ultimate purpose of defense planning is to develop a defense capability and sufficient preparedness that will serve as a deterrent to war.

. A coherent defense concept must precede planning and implementation. The critical factors are the threat, national interests and resources, collective defense arrangements and support expected from friendly and allied nations.

. When forces, doctrines, weapons and logistics systems are interoperable among combined national forces, the strength of the whole tends to be greater than the sum of the parts.

. Defense planners must maximize intelligence to gain early warning and take advantage of unique national capabilities such as terrain and industrial effectiveness.

. Assessment is the first essential step in the management process. It provides a logical formulation of alternatives.

. Management techniques applied to the planning and operations process are situational. Resource constraints and socio-economic pressures on organizational objectives often require expedient solutions as opposed to optimum solutions.

. Plans must be dynamic and flexible -- and not inhibit creative thinking. Planners must be aware of their resource constraints and strengths and develop plans which employ their strengths against threat weaknesses.

. Effective planning is characterized by careful analysis of the value returned from resource employment in alternative courses of action.

. The best plans are usually relatively simple, facilitate deliberate efforts by all agencies, facilitate coordination, allocate resources and permit flexibility.

. A plan provides a starting point, gathers necessary facts and develops a design or scheme of action to accomplish a stated objective. It is a logical, sequential thought process used to train, prepare for, and control operations.

. Contingency planning is a continuous process, characterized by innovative thinking, that must be continuously updated in light of evolving international politics. Completed contingency plans must not lull commanders and managers into a false sense of security.

. Within operational constraints, delegation of authority and use of mission type orders is an effective management technique. This permits subordinates maximum flexibility and stimulates innovative thought and initiative.

. Subordinate planners require planning early in the planning process to allow adequate reaction time to develop their implementing plans. Often the higher headquarters allocates insufficient time for this task.

. A direct relationship exists among planning, training and operations management. Each is influenced by resources (time, terrain, materiel and troops) available. Plans serve to tie these activities together, guide training efforts, convey information and direct coordinated operations.

. The Commander's guidance should be stated in terms that allow subordinate commanders to choose one of several general courses of action and allow subordinates the flexibility necessary to exercise initiative and command prerogatives.

. The complexity of today's weapons systems increases the requirement for integrated command and control systems. Milestone planning and time-phased sequencing are effective tools in the operations management process.

. Command and control of operations are best facilitated by doctrine, standard operating procedures (SOPs), written operations orders, use of phases and/or milestones, rapid and effective communications, and supervision by the commander and staff.

. One of the most important methods of command and control is a personal visit to the operational area by the commander.

. Field tested doctrine substantially contributes to operational effectiveness, simplifies control, improves coordination and reduces confusion. Doctrine should be dynamic, not dogmatic

. Effective communication is the key to operational success. Management techniques that maintain open channels of communication and do not restrict the flow of information are critical to effective management.

. In operations management one must consider unity of command, span of control, centralized or decentralized planning and control, manpower management, morale and flexibility.

. The principles and techniques of operations management include establishing goals and objectives, establishing priorities, delineating responsibilities, delegating authority and allocating resources.

. In combined operations, consideration must be given to cultural and social considerations, language differences and political sensitivities.

. CPX's are excellent for training headquarters elements, developing operational and logistics procedures and improving communications. FTX's should follow from CPX's for training troop units. In addition, the FTX is the only real way to test the logistic staff and other support agencies.

. Training involves the upgrading and development of human resources. The realistic training of soldiers is essential to the success of any plan or operation.

. Ad hoc committees are effective in addressing complex, unique or multi-faceted planning or operational problems that are outside the normal area of responsibility of any one functional staff office of activity.

. In organizations below division level, the permanent staff is the best organization to accomplish staff actions and management of operations.

. Rear area security, as a special operation, is an economy of force operation, requiring one commander who has overall responsibility, a staff to assist, and necessary resources to adequately accomplish the mission.

. Military forces make significant contributions to the nation building process by providing leadership training for future national leaders, teaching civilian skills and developing national unity and pride.

. The will and sensitivities of the people must be considered in all civic action projects. Their participation and contributions in form of labor, material or project selection provides the involvement necessary for success.

. Care should be exercised to preclude military involvement in civic action projects that degrade operational effectiveness or that undermine civilian initiative. Long-term involvement in civic action projects can reduce military efficiency and morale.

. Minor civic action projects can often be combined with programmed operations and training activities to enhance civil-military relations. Other activities found to be effective include base open-houses, equipment displays, training demonstrations and civil-military relations standing committees.

. Good civil-military relations are critical to the long term success of all military operations. Civic action projects are most effective in remote, less-secure areas.

. Standardization and interoperability among friendly and allied armies is a necessity in order to gain a force multiple advantage.

. Exchange of instructors, liaison officers and students encourages standardization of doctrine and staff procedures.

. Manpower, as a resource, not only determines the size of the armed forces but also controls the rate of modernization for any developing country.

. Universal military training is a valuable tool for developing patriotism and pride in a nation.

. The major role of reserves (or territorial forces) is to augment regular forces, save money and manpower, and provide a force to augment local authorities.

. Reserve forces must be capable of integration into regular forces in a timely and efficient manner.

FEATURED AND KEYNOTE SPEAKERS

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Gen John K. GUTHRIE, Commander, US Army Materiel Development and Readiness Command (DARCOM)

Gen Edward C. MEYER, Chief of Staff, US Army

Gen John A. WICKHAM, Jr., Commander in Chief, United Nations Command, Republic of Korea/United States Combined Forces Command; Commander, United States Forces, Korea; Commander, Eighth United States Army

Adm Robert L.J. LONG, Commander in Chief, Pacific Command

Lt Gen Glenn K. OTIS, Deputy Chief of Staff for Operations and Plans, Department of the Army

Maj Gen J.E.D. PERERA, Commander, Sri Lanka Army

Maj Gen Charles K. HEIDEN, Commander, US Army Military Personnel Center

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